

Organizational Strategic Priorities

3-year vision

Win significant welfare reforms.

Secure commitments from all major food companies in key areas for cage free and broilers. Influence legislation when needed.

- USA: broiler commitments, cage-free enforcement, ballot initiatives
- MX/LatAm: further progress on cage-free
- UK/EU: cage-free enforcement, broiler commitments, potential EU legislation
- OWA/Global: cage-free commitments from all global food companies

Build a stronger movement.

- We have a coalition with key animal groups around the world. THL holds a leadership role and efficiently shares resources, facilitates collaboration, and creates strategy alignment.
- We have a greatly expanded number of supporters involved in our work. We are providing them with exceptional training and leadership development and reaching a much larger audience.

Innovate and assess and impact.

We are continuously adapting our strategy to reflect the changing landscape. We have answers to the following questions (among others):

- What are the most useful avenues for individual outreach? How does education play into THL's overarching strategy?
- What will the role of legal advocacy and ballot initiatives be in the next 5 years?
- What is the most effective way to develop leaders within the animal movement?
- What percentage of our resources needs to be allocated to 'enforcement' campaigns for previous policies?

Run an effective org.

THL is sustainable, operationally efficient, and viewed as one of the most desired places to work within the non-profit community. We are able to recruit and retain top talent.

12-month aims

1. **Make significant progress toward welfare reforms**
 - a. California ballot initiative is won by Nov 2018
 - b. At least 38 new broiler welfare policies are secured in the US and UK within 2018
 - c. At least 250 regional cage-free commitments are secured in 2018, including 15 policies won via campaigns by grant recipients



- d. At least 15 global cage-free commitments are secured in 2018, and 3 current global commitments translated into Japanese
- e. We begin dialogue and strategy to enforce policies with passed or approaching commitment dates by the end of 2018
2. **Expand, diversify, and develop the leadership skills of our network**
 - a. Have at least 580 active grassroots volunteers and 14,295 online activists (where active means they engage at least once per month, though the exact definition is being defined this year), retain OWA groups, and continue to expand our donor base and media reach internationally by the end of 2018
 - b. Increase engagement across online and grassroots activist networks, OWA, donors, and media by the end of 2018
 - c. Our base (activists, donors, students, OWA, job candidates) becomes more diverse, both in terms of demographics and geographical location by end of 2018
3. **Collaborate with the animal rights movement in a generous, productive, and positive way**
 - a. By the end of 2018, organizations and activists we are working with have a positive experience and collaboration is productive, measured by qualitative feedback (both internally and externally)
 - b. By the end of 2018, we create and provide more resources and training (especially within OWA, Campus and Grassroots/volunteer programs), which lead to concrete, positive results, as measured within departmental goals
4. **Ensure that our internal structure and culture support long-term success.**
 - a. The organization runs smoothly, with minimal operating issues by the end of 2018
 - b. By the end of 2018, our budget and strategic planning process is structured (such that participants know what to expect and when to expect it), includes the perspective of all managers, and is communicated to all staff
 - c. All employees have SMART goals and 75% of them are achieved or exceeded by the end of 2018
 - d. Our culture remains healthy and strong, as measured by bi-annual satisfaction surveys and qualitative feedback